1. What is the Enterprise Transition Plan (ETP)? How does the ETP compliment the Business Enterprise Architecture (BEA)?

For the first time, the Department of Defense (DoD) has established an integrated and executable roadmap to improved business operations that support the joint warfighter, while enhancing financial transparency and accountability. The Department developed the ETP to accompany BEA 3.0, serving as a plan for how the DoD will implement the BEA.

The ETP describes the transformation of business operations within the DoD and represents a significant a significant milestone in the Department's business modernization efforts. The ETP is a catalyst for transformation and provides senior oversight bodies and leadership with a measurable basis for decision-making and performance.

2. In what way does the ETP provide a roadmap for BEA 3.0?

The ETP supports the Department's process of identifying joint needs, analyzing capability gaps, and making incremental improvements, in ensuring the DoD business mission area is aligned to the warfighting mission.

BEA 3.0 defines the processes, roles, data structures, information flows, business rules, and standards required to guide improvements to the Core Business Missions (CBMs). Accordingly, the business capabilities in BEA 3.0 are being used to determine and approve future investments, as well as to evaluate ongoing DoD Enterprise and Component programs.

The ETP provides the strategy, milestones, metrics, and resource needs for the business capability improvements (via supporting programs) identified in BEA 3.0.

The ETP and BEA 3.0 are both structured around five CBMs of the DoD. This unifying framework is a capabilities-based approach to enterprise business planning, resourcing, and execution. The CBMs are:

- Financial Management
- Human Resources Management
- Materiel Supply and Service Management
- Real Property & Installations Lifecycle Management
- Weapon System Lifecycle Management

3. How do the Business Enterprise Priorities (BEPs) differ from the CBMs?

The DoD Business Mission Area (BMA), with its five CBMs, provides the organizing framework that will drive business transformation. The CBMs integrate horizontally across all functional areas (e.g., planning, budgeting, IT, procurement, etc.) to provide end-to-end support for core business processes. Within the CBMs, the current six strategically-targeted BEPs are short-term objectives which have been established to achieve DoD-wide rapid results. Over time our priorities as defined by the BEPs will change, however the CBMs will remain the unifying framework.

4. What are the current six BEPs and what benefits do they provide?

The BEPs help focus the Department's attention and resourcing on areas that will have the greatest impact across the enterprise. These six priorities will provide enduring improvements and benefits to the Department's business infrastructure. It is important to keep in mind that the BEPs can change, as needed, during the transformation process. The six BEPs detailed in the current version of the ETP are:

1) **Personnel Visibility (PV)** is focused on providing access to reliable, timely and accurate personnel information for warfighter mission planning. Benefits: Accurate and timely access to compensation, decreased operational costs, reduced cycle times, and enabled management of DoD human resources in a combined (military, civilian and contract support) environment.

2) **Acquisition Visibility (AV)** is focused on providing transparency to acquisition information that is critical to supporting life-cycle management of the Department's processes that deliver weapon systems automated information systems. Benefits: Cost savings in consumables, manpower and support infrastructure.

3) **Common Supplier Engagement (CSE)** is focused on aligning and integrating policies, processes, data, technology and people to simplify and standardize the methods that DoD uses to interact with commercial and government suppliers. Benefits: Reliable and accurate delivery of acceptable goods and services to the warfighter, reduced backlogs, and the elimination of redundant program-specific reporting systems.

4) **Materiel Visibility (MV)** is focused on improving supply chain performance. Benefits: Timely and accurate information on the location, movement, status, and identity of materiel and supplies for the warfighter.

5) **Real Property Accountability (RPA)** is focused on acquiring access to near real-time information on DoD real property assets. Benefits: Increased access to more reliable and accurate real property information and decreased operational costs and cycle times.

6) **Financial Visibility (FV)** is focused on providing immediate access to accurate and reliable financial information that will enhance efficient and effective decision-making. Benefits: Standardized financial data and reporting processes that enable decision makers to reliably evaluate program options and resource constraints.

5. What plans does the ETP provide for each BEP?

The ETP defines each BEP and identifies goals, objectives, and business capabilities to be improved. Additionally, the ETP provides target outcomes and key performance parameters for each business capability. Moreover, the ETP identifies the programs (systems and initiatives) that will provide these capability improvements along with associated cost, schedule, and performance management information to form a program baseline. The ETP also provides system migration and termination plans for each BEP.

6. Do the BEPs cover all business transformation efforts in the Department?

The initial set of BEPs, are based on the current business transformation priorities of DoD. These priorities provide improvements to the most urgent and important needs of the CBMs. The BEPs will yield significant improvements over the next two years as they produce incremental improvements within the next 6, 12, and 18 months. Priorities will evolve as transformation efforts progress.

7. How do the Component Transition Plans integrate with the ETP?

The Components are continually supporting the BEPs by transforming their business practices and systems based on the DoD BEA and ETP. Additionally, each Component manages its own priorities to improve mission effectiveness and efficiency. Components have created and will maintain Component transition plans that present the transformation vision and goals for that Component and identify their Component priorities Just as with the BEPs, Component Transformation Plans document planning information on these priorities.

Future versions of this plan will achieve tighter integration between DoD Enterprise and Component transition plans, assess the maturity of DoD's Business Capabilities, and reflect the Department's progress in achieving business transformation goals and milestones.

8. How will the DoD provide more accurate, reliable, and timely information for management?

Business transformation will provide better, more timely management information across DoD. The BEPs support increased visibility into the Department's people, assets, suppliers, and investments.

A key enabler to providing access to reliable management information is the continued migration to a networked information (net-centric) environment. The power obtained by leveraging digital networks will more optimally distribute information currently locked in isolated applications and will enable visibility across end-to-end processes. The BEPs will establish authoritative data sources (i.e., entered once and used by many) for accounting transactions, invoices, inventory management, and other documentation that supports the funding, purchasing, and distribution of weapons and supplies.

The use of enterprise-wide standards, such as the DoD Standard Financial Information Structure (SFIS), developed by the Business Management Modernization Program (BMMP), will help to ensure accurate, reliable, and timely business and financial transactions. Standards will also enhance interoperability and support improved decision-making.

9. What are the next steps for the ETP?

The evolution of the ETP will be driven by:

- Identifying warfighter and decision maker needs through further delineation of business capabilities;
- Mapping new capability requirements to new or existing BEPs and Component priorities;
- Identifying gaps between BEA 3.0 requirements and currently planned program activity; and,
- Planning new systems and initiatives to address gaps identified in priorities, capabilities and existing program activities.

Additionally the next ETP will reflect any decisions associated with the Quadrennial Defense Review (QDR), Base Realignment and Closure (BRAC), and DoD's Financial Improvement and Audit Readiness (FIAR) Plan.

Finally, future versions of this plan will achieve tighter integration between DoD Enterprise and Component transition plans, add additional Components with major business transformation programs, assess the maturity of DoD's business capabilities, and reflect the Department's progress in achieving business transformation goals and milestones.